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INTRODUCTION FROM OUR CEO, ALOK MASKARA

This year has been extraordinarily turbulent mostly due to the COVID-19 pandemic and global social injustice issues. At Luxfer, we are focused on protecting our employees, supporting our communities, and safeguarding our operations so that we can continue to provide the critical products that our customers rely on. Although we are hopeful about how things will unfold in the short term, Luxfer remains cognizant of the long-term challenges facing our world.

The global outcry for immediate action on climate change grows louder. We realize that it will continue to impact the industries that we serve for years to come. As we publish our first ever Environmental, Social and Governance (ESG) report, Luxfer shares in this sense of urgency. We are committed to responding to the threats that greenhouse gas emissions, excessive natural resource consumption, and disproportionate waste generation have on our environment. As a first step, we have established our 2025 Environmental Goals that set out Luxfer's emissions, water, and waste reduction targets. We have developed plans to help us reach these goals and have implemented strategies to improve data collection and analysis. We have also adopted new corporate policies to codify our dedication to monitoring and improving our Environmental, Health and Safety (EHS) elements.

Our approach to sustainability is not one-sided. We realize that employees determine the success of a company's sustainability initiatives and keeping them safe remains priority number one. I am pleased to report that over the last year we have met or exceeded our safety goals and I look forward to doing the same in the future. We have also adopted new initiatives to improve the health and well-being of our employees, further driving Luxfer's competitive advantage.



Alok Maskara
Chief Executive Officer

Of course, strong leadership is crucial to sustainability efforts and our Board of Directors has helped pave the way for our success in this regard. By behaving ethically and responsibly, we are setting an example for our shareholders and stakeholders and demonstrating through our actions that we are aware of the wider implications of our operations.

I am proud of our achievements so far and optimistic about our future. I look forward to seeing what Luxfer, our employees, shareholders and stakeholders can achieve together.

Sincerely,

Alok Maskara
Chief Executive Officer

OUR COMPANY

A leading producer of highly-engineered industrial materials



Even if you have never heard of Luxfer, you have probably seen our products. Luxfer is a global producer of highly-engineered industrial materials focused on sustained value creation using our broad array of technical knowhow and proprietary materials technology. We specialize in the design and manufacture of high-performance products for transportation, defense and emergency response, healthcare, and general industrial applications. In close collaboration with our customers, we work to introduce innovative solutions that exceed expectations.

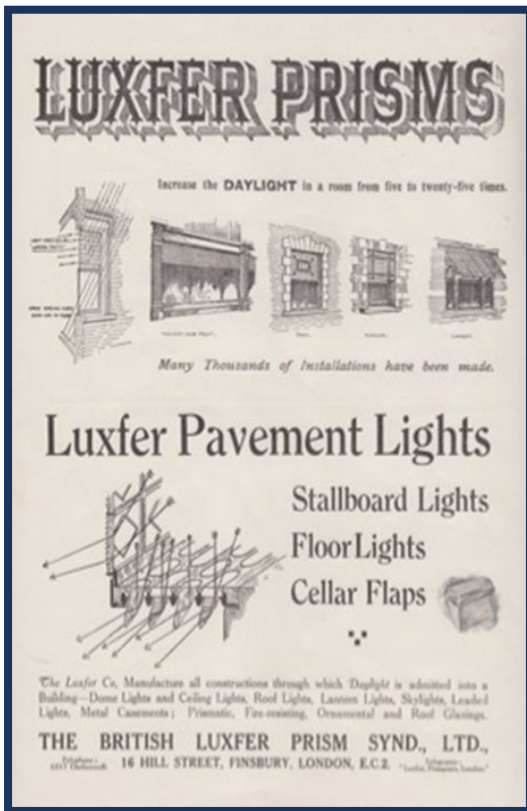
The products we make are all around us. For example:

- High-pressure composite vessels that hold compressed natural gas and hydrogen used in alternative fuel vehicles to reduce exhaust emissions;
- Lightweight air cylinders carried by most U.S. firefighters allowing them to breathe safely in hazardous environments;
- High-performance aluminum cylinders used for medical oxygen and specialty gases around the world;
- Flameless heating technology used in the U.S. Military's Meals Ready-to-Eat operational rations and other emergency preparedness and disaster relief meal kits;
- Magnesium and PTFE powders used for defense and safety applications;
- Metal alloys used to produce lightweight components in industrial aerospace and transportation applications to improve fuel efficiency and performance;
- Catalysts incorporating Luxfer materials that remove toxic substances from the air and drinking water, and;
- Magnesium plates and photo engraving products used for decorative embossing on book covers, wine labels, and other high-quality printed materials.

Luxfer has two primary business divisions - Luxfer Gas Cylinders and Luxfer Elektron. We employ approximately 1,500 people globally and operate 13 manufacturing plants in 4 countries. Our principal executive offices are in Manchester, U.K.

OUR HISTORY

From a glass prism company to a global manufacturer of high-performance products and industrial materials.



Luxfer was established in 1897 by the British inventor James Pennycuick who started the Luxfer Prism Company in Chicago, Illinois. At the time, the Company produced glass panels with integral prisms that redirected sunlight from windows to illuminate an entire room. In the early 1900s, Luxfer began manufacturing more metal products and by 1958, Luxfer introduced the world's first cold-extruded, seamless, high-pressure aluminum cylinder. Less than ten years later, the Company sold its remaining non-cylinder assets and officially changed the name to Luxfer Gas Cylinders.

In 1974 and 1982 respectively, Alcan Aluminum UK acquired Luxfer Gas Cylinders and the British Aluminum Company. Spectrulite Consortium Inc. was acquired in 2003, Revere Graphics in 2007, and Truetech and Innotech in 2013. These acquisitions brought together Luxfer's eight product lines – magnesium alloys, zirconium-based catalysts, aluminum cylinders, composite cylinders, alternative fuel cylinders, Superform components, Magtech products, and Graphic Arts products – under one company. One hundred years after its inception, the Luxfer name was adopted for the global materials group, and Luxfer Group was formed in 1997.

In 2012, Luxfer became a publicly traded company on the New York Stock Exchange, trading under the symbol LXFR. Over the last several years, we have made significant progress in positioning Luxfer for long-term success through initiatives to simplify our structure, launch growth programs, deliver strong productivity, and invest in our culture and talent. As of January 1, 2019, Luxfer transitioned from a foreign private issuer to a U.S. domestic issuer. The transition increased the transparency of financial information and held us to a higher standard of corporate governance. Our Board of Directors and Executive Leadership Team oversee all governance, environmental and social matters, encouraging further integration of sustainability topics into our goals and decision-making.



LUXFER'S MISSION & VALUES

Creating a safe, clean and energy efficient world by reducing the weight of high-performance products used by our customers

Our business, like all others, is deeply intertwined with ESG matters. Just as our mission and values are an inextricable part of how we work, so are ESG opportunities. Our values – customer first, integrity, innovation, accountability, personal development, and teamwork – are the fundamental principles that define our behavior and how we do business across all our operating units. They guide our interactions with each other, the environment, and our communities. We constantly strive to satisfy our customers and create value for our shareholders by doing business based on our mission and core values.

We always apply our values to what we do; that is what makes us special. Each of our values has four supporting behaviors that help us translate our values into day to day actions. When we demonstrate these behaviors, we prove that we are committed to living the Luxfer values and thereby ESG matters. Realizing that this type of dedication starts with our leadership, all Luxfer Directors and employees undergo Values training, and their performance is continuously evaluated in relation to them. Our strategy, based on our values, requires us to continually improve ESG performance.

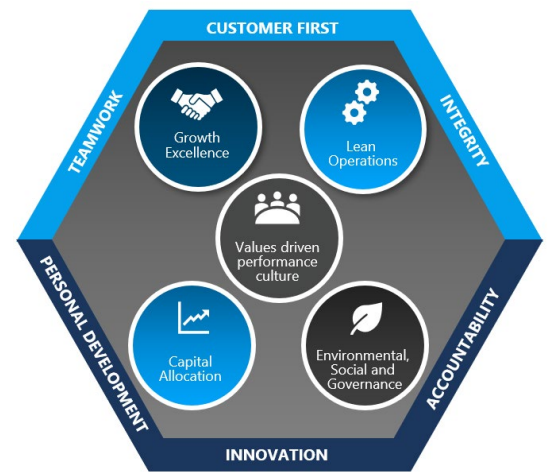


BUSINESS EXCELLENCE STANDARD TOOLKIT (B.E.S.T)

Embracing continuous improvement in everything we do

We are committed to operating safe, clean, environmentally compliant facilities while maintaining the ability to offer excellent customer service. Our method to uphold this commitment is carried out through Luxfer's B.E.S.T model, which was created to transform Luxfer into the all-around sustainable company that we want to be - fiscally, socially and environmentally.

Key metrics that reflect the five pillars of B.E.S.T are measured using a balanced scorecard that is reviewed regularly by our leadership teams. Business-wide improvements have been substantial since the programs' inception. For example, our occupational safety record has improved substantially, decreasing our Incident Frequency Rate (IFR) from 3.11 in 2016 to 1.92 in 2019 - better than the industry average. The key to our balanced scorecard is to continually measure and improve the safety, quality, delivery, cost and cash from our facilities so that we always put our Customers First. Ultimately, Luxfer B.E.S.T helps us create more value for our shareholders and stakeholders and will help us achieve our ESG goals.



CUSTOMER FIRST

We make it easy to do business with Luxfer, and we continually strive to exceed customer expectations and be the partner of choice.



WE LISTEN

We actively listen to our customers and learn what they expect from us



ON TIME

We deliver on all our commitments



RELATIONSHIPS

We partner with our customers, building strong relationships and providing innovative solutions that help them succeed



IMPROVING

We constantly focus on improving our service, product quality and customer satisfaction

OUR COMMITMENT TO ESG IMPROVEMENTS

Accountability has played an integral role in driving Luxfer's success since inception.

ESG considerations are incorporated into the strategies, policies, and values that govern Luxfer's business. This reflects our commitment to sustainable growth. While Luxfer's management team is responsible for developing the Company's strategy and managing day-to-day operations, the Board of Directors oversees the Company's direction, including governance-related policies and practices; our systems of risk oversight and management; how we advance sustainability in our business and operations; health and safety; human rights; human capital management and corporate culture; and the manner in which we serve our customers and support our communities. We recognize that the long-term success of our Company requires continued focus on these evolving topics and a commitment to regularly evaluate and improve our performance in relation to them.

As part of the publication of this Report, we have improved our processes for evaluating, measuring, and addressing the environmental and social impacts of our operations. Moreover, we have established long-term environmental goals which demonstrate our ongoing commitment to address these areas of concern. We recognize that ESG matters are important topics for our stakeholders and we will continue taking steps that enhance our overall accountability and transparency on these matters.

ACCOUNTABILITY

We embrace opportunities, rise above circumstances, accept responsibility for our actions—and deliver agreed results.



ATTITUDE

We demonstrate a can-do attitude and see "doing the job" and "delivering agreed results" as one and the same



RESPONSIBILITIES

We are crystal clear about what our roles and responsibilities mean for our organization



UNDERSTANDING

We understand how our individual objectives align with business goals, and we do what we say—because accountability starts with each of us



PERSEVERANCE

We persevere in the face of challenges and setbacks, responding with resilience and renewed commitment to get the job done right



**ENVIRONMENT,
HEALTH &
SAFETY**



LUXFER



ENVIRONMENTAL SUSTAINABILITY

Our commitment to resource conservation, pollution prevention, and environmental stewardship

Luxfer designs and manufactures high-performance products for defense and emergency response, healthcare, transportation, and general industrial applications. We have leading positions in key product areas, including magnesium alloys for defense, aerospace, and photoengraving, zirconium catalysts for automotive and industrial applications, and high-pressure aluminum and composite cylinders. Key raw materials used in our products are magnesium, zirconium chemicals, aluminum alloys, rare earth minerals, carbon composites and other specialty chemical compounds and intermediaries.

As a manufacturer of highly engineered materials, we are aware of the potential environmental cost of doing business. We believe that it is possible for profitable business growth to coexist with the natural world. To address the environmental impact of our manufacturing, we are taking steps to improve the operational efficiency of all our facilities. Additionally, safety and environmental performance objectives, such as loss of containment of hazardous materials, are integrated into operational scorecards, which are reviewed by the Board of Directors and factored into our Executives' performance evaluations. These actions enable us to continue to produce the critical products on which our customers depend while holding ourselves accountable to the environment to the greatest extent possible.

2025 ENVIRONMENTAL GOALS



Energy & Emissions

→ 20% CO₂e REDUCTION



Water Usage

→ 10% FRESHWATER USE REDUCTION



Waste

→ 20% LESS WASTE TO LANDFILL

→ 15% RECYCLED PACKAGING

→ 10% MATERIAL EFFICIENCY INCREASE

EHS MANAGEMENT SYSTEM

Protecting people and the environment on the road to reaching our 2025 Environmental Goals

Luxfer has dedicated itself to the health and safety of employees, partners, customers, and the communities where we work and live. This includes the safety of our products and protection of the environment. We conduct operations with the belief that all Environmental, Health and Safety (EHS) incidents are preventable. As such, we operate an EHS Management System across each of our businesses.

Our EHS framework is based on ISO 14001 standards and is comprised of various policies, procedures, and objectives, all of which focus on compliance, footprint reduction and management of EHS performance. Luxfer's businesses track progress and perform self-audits in accordance with our EHS Management System with a goal of actively preventing occupational illnesses and injuries.

Our EHS Management System includes the following elements:

- Policies that provide a framework for reviewing EHS Management System objectives;
- Operating procedures to control impacts of EHS Management System elements;
- Processes to identify, report, investigate, and correct non-conformities or deficiencies;
- Action plans to achieve objectives in accordance with Luxfer's policies;
- Assessments to ensure effectiveness of the EHS Management System; and
- Educating employees so they have the skills necessary to execute EHS matters.

Our facilities are designed to reduce the environmental impact of our operations to the greatest extent possible. Our high standards certify that proper systems are in place to ensure product quality, create a workplace that conforms to health, safety and environmental laws, and drive our focus on preserving natural resources. Currently, 80% of all Luxfer operations are ISO 14001 certified. Additionally, various facilities have been recognized as ISO 9001, ISO 45001, ISO 13485, AS 9100, IATF 16949, and NSF 61 compliant. We are confident that our internal programs combined with initiatives governed by ISO 14001 will help us further reduce our environmental footprint and help us achieve our 2025 Environmental Goals.

Additional information about our EHS Management System can be found in our [Environmental, Health & Safety Policy Statement](#).



REDUCED ENERGY DEMAND (RED) PROGRAM

Luxfer's RED Program identifies initiatives that will reduce energy consumption and provide more efficient operation.


We acknowledge the very real threat of climate change and recognize our responsibility to reduce energy consumption that contributes to greenhouse gas emissions. Our RED projects coordinate with our energy partner to assess each Luxfer site for opportunities to reduce energy consumption, create less waste and educate our employees on the value of reducing greenhouse gas emissions. Audits by our energy partner use what is known as the Audit Standards for Building Performance and Efficiency (ASHRAE) and establish consistent practices for conducting and reporting energy audits for commercial buildings. Audits under the ASHRAE standard are stricter than what ISO 14001 requires of us.

All RED proposals include a detailed analysis measuring the financial, environmental and safety impact of each project. This helps us choose whether to execute a particular project or not. RED proposals include a renewable energy alternative that will be implemented if financially and practically feasible, further reducing our carbon footprint. Luxfer's energy partner also continuously evaluates all electrical, natural gas and water usage and contracts. The goal is to establish relationships with the utility companies that result in better management of our energy usage and cost. This is just one of the methods by which we have innovated strategies to make Luxfer more environmentally sustainable.

INNOVATION


We continuously improve, embracing new ideas, taking calculated risks, creating better ways of working and developing new products and services that ensure our future success and growth.

IDEATION STAGE	SCOPING STAGE	BUSINESS CASE STAGE	DEVELOPMENT STAGE	VALIDATION STAGE	LAUNCH STAGE




IMPROVING

We regularly review and improve our existing products and services




TRENDS

We pay close attention to markets we serve, identifying emerging trends and anticipating changes to stay ahead of competitors



APPLICATIONS

We not only develop valuable new products, we also create new applications



CHANGING

We are agile and adaptable, changing rapidly whenever necessary



ENERGY & EMISSIONS

20% reduction of CO₂e emissions by 2025

Greenhouse gases, including carbon dioxide (CO₂) and CO₂ equivalent emissions (CO₂e), contribute to climate change. Acknowledging that we can mitigate climate change by limiting our emissions, Luxfer has committed to a 20% reduction in CO₂e emissions by 2025. Luxfer's operations created in total ~128,000 metric tons of CO₂e emissions in 2019¹. While this is a small fraction of the global total, we are dedicated to doing our part to reduce our emissions to the greatest extent possible. At the current level of ~128,000 tons of CO₂e emissions per year, a 20% reduction would save over 25,000 tons from entering our atmosphere every year.

This reduction is the equivalency of:

Greenhouse gas emissions from
5,488
passenger vehicles driven for 1 year



CO₂ emissions from
11 million
liters of gasoline consumed



CO₂ emissions from
2,931
homes' energy use for one year



CO₂ emissions from
58,809
barrels of oil consumed



Many of our products already serve the growing need to safeguard the environment in the fields of transportation, including our zirconium-based catalyst products that reduce automotive emissions. We also produce lightweight magnesium alloys used in aerospace and automotive designs, making them more fuel efficient. Our high-pressure carbon composite hydrogen fuel cell cylinders contain clean-burning compressed natural gas and hydrogen used in buses and trucks that are replacing traditional diesel-based vehicles. Our innovations are making the transportation industry more efficient.

Most of our finished products are environmentally friendly and can be recycled or disposed of without harm to the environment. Nonetheless, we recognize that we have a duty to improve our global manufacturing operations so that we are just as green as the products we make. Our 2025 emissions reduction goal is underpinned by the Luxfer B.E.S.T model and ensures that we are well equipped to handle heightened environmental concerns and governmental regulations.

¹ Reported CO₂e measurement was created using data collected from 2019 and includes a conversion of kilowatts of electricity, conversion of therms of natural gas, CO₂, and other CO₂e emissions.

CASE STUDY: Hydrogen Cylinders

Already the world's largest manufacturer of high-pressure composite and aluminum cylinders, Luxfer Gas Cylinders works in the alternative fuel industry to supply composite high-performance, high-pressure cylinders for hydrogen powered fuel cells. Fuel cells utilize hydrogen to produce electricity through a chemical process without combustion or emissions. As such, they are emerging as a reliable and environmentally friendly replacement for gasoline and diesel engines. Compared to a conventional vehicle with a gasoline internal combustion engine, fuel cells are highly efficient and reduce fuel consumption by more than 50%. We are pleased to report that our hydrogen cylinders will soon be featured on buses within the Transport for London network, where travelers benefit from reduced noise and air

pollution compared to conventional diesel-powered buses. We see the transportation sector as a major opportunity for growth and have already invested millions of dollars for research and production capability to meet the increased demand. Extensive research and development have been conducted with customers across transport sectors to ensure that needs are met and products are built to the highest standard possible. We have and will continue to fulfil our duty to our customers to maintain costs so that we can maximize access to alternate fuel vehicles. Finding alternatives to lower emissions is a worldwide effort and through innovations in the transportation sector we are contributing to global emissions reduction initiatives.



CASE STUDY: Automotive Innovation

Luxfer MEL Technologies is working to reduce emissions generated by the automotive industry. We produce materials which improve the performance of exhaust system catalysis, which reduces the amount of toxic gases and pollutants contained in exhaust gases from an internal combustion engine. The catalytic converter in the exhaust train transforms emissions into less toxic pollutants by accelerating a redox reaction. We produce three-way catalysts for gasoline engines in cars to minimize carbon monoxide by oxidizing it to carbon dioxide. It boosts oxygen output to convert carbon monoxide to carbon dioxide and reduces unburnt hydrocarbon emissions and nitrogen oxide emissions. Our technology surpasses previous iterations of the product and significantly improves functionality by minimizing the buildup of soot, which allows the engine to operate safely at a higher temperature. Additionally, we have recently released a new product to improve Gasoline

Particulate Filters, which reduce the release of ultrafine particulate matter proven to be harmful to human health. These products are examples of Luxfer's dedication to our customers and the environment. We will continue to introduce new products that will advance universal environmental goals by incorporating emissions reduction technology into the products that our customers rely on. In this regard, our customers benefit by staying ahead of ever-tightening legislation, making it easier for them to do business without compromising the efficiency of the product. Our research and development in this area has allowed our customers to meet or exceed global clean air standards, and we see it as a priority to keep improving our products to better protect our planet. Through introduction of new products in this sector, we aim to make the internal combustion-based automobile industry sustainable, safe and clean for all.

CASE STUDY: Thermal Oxidizer

Reducing our greenhouse gas emissions to curb the effects of climate change is an important part of our global operations. Our facility in Madison Illinois recently installed a thermal oxidizer to help with Volatile Organic Compounds (VOC's) abatement. VOC's are a type of greenhouse gas emission that are, in part, a result of industrial manufacturing. It is tempting to ignore strategies to prevent man-made VOC release because they are also produced from natural sources. However, VOCs are important to address because they have been linked to a variety of negative health effects in humans.

The facility uses solvent based paint for various coating processes in its manufacturing, which releases VOC's into the air. Approximately 7,600 liters of paint are used per year and around 48.6% of those liters are VOCs. After the installation of the thermal oxidizer, we reduced VOC output by 98%, which prevented ~4 metric tons of VOC from being released into the atmosphere. This is far above the Environmental Protection Agency's (EPA) standards of VOC compliance and is another way that we are doing our part to protect the environment.



WATER USAGE

10% freshwater use reduction by 2025

Luxfer understands the importance of conserving earth's natural resources, including the sustainable consumption of water. Currently, Luxfer uses 1 billion liters of freshwater per year across all our operations. Of that, 900 million liters is treated and purified at our facilities. Recognizing the danger of high freshwater consumption, we have redoubled our efforts to invest in water reuse and reclamation efforts. Therefore, Luxfer has committed to a 10% reduction of freshwater usage by 2025.

High water usage and discharge are realities in several of Luxfer's manufacturing processes, and we believe that identifying and addressing our high consumption areas is just as important as recognizing our low consumption areas. Our goals towards water conservation include everything from reducing consumption during the manufacturing processes to repairing leaking faucets, running toilets and other day to day water nuances. Our commitment is to review all areas within our business and identify opportunities to be good stewards of this resource.

CASE STUDY: Effluent Treatment Plant

Our MEL Technologies business in Manchester, U.K uses the greatest amount of water across all of Luxfer's operations. It is an important and necessary part of their manufacturing process. To ensure safe disposal of chemicals, the facility operates a fully integrated effluent treatment plant. Effluent treatment is a method by which industrial wastewater is purified and reclaimed. It ensures the safe release of water back into the environment with negligible residual chemicals. The effluent treatment plant has a reliable safety system in place to ensure that any abnormalities are flagged, and contaminants are prevented from reentering the water system. It processes over ~2.5 million liters of effluent

daily - the equivalent of 3,200 households' annual water usage for a family of four. This equates to ~897 million liters of water annually or the equivalent of over 36,000 tanker trucks. Our ongoing commitment to complying with environmental standards has led us to the decision to invest \$3 million into a full renovation of the effluent treatment plant at this facility. Renovation is already underway with an estimated completion in 2022. This renovation will allow Luxfer to better address inefficiencies in the current equipment and meet water quality standards. The renovated effluent treatment plant will be highly efficient, completely safe, built to last, and will continue to support water quality efforts at Luxfer for decades to come.



WASTE

Reduce waste to landfill by 20%
Increase recycled packaging by 15%
Increase material efficiency by 10% by 2025

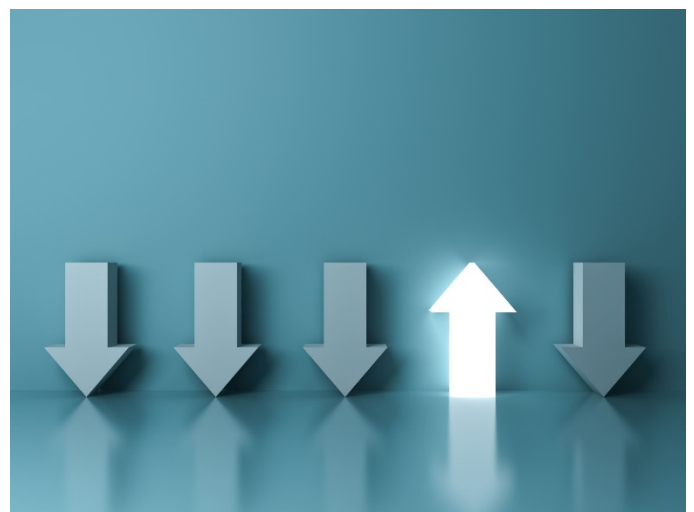
We acknowledge the very real threat of excessive waste generation and the impact it has on the environment. Waste pervades landfills and squanders earth's natural resources. Many materials that end up as waste contain toxic substances that can seep into the soil and groundwater, becoming environmental hazards for years. Therefore, Luxfer has included several waste targets in our 2025 environmental goals. Our plan is guided by the principles of reduce/reuse/recycle, conserving natural resources, preventing the proliferation of pollutants, and preserving the natural environment to the greatest extent possible for future generations.

To achieve our 2025 waste reduction goals, we conduct regular waste stream analyses to determine ways in which we can best reduce our waste output. Our reuse and recycling practices include: reprocessing and recycling of unused and non-conforming aluminum, magnesium and other scrap; sorting waste generated at our facilities for recycling; repurposing computer equipment; recycling toner and paper; using recyclable packaging materials; and utilizing reusable pallets and boxes. Finding innovative ways to reduce, reuse, and recycle minimizes our cost and reduces our impact on the environment.

Further, we are renewing our commitment to the material efficiency of our products and the optimization of material efficiency in our production process. Our engineering groups

closely consider all new product designs to optimize the amount of material required for the product to function safely and all redesigns undergo the same scrutiny. We have dedicated ourselves to finding innovative solutions to protect the earth's natural resources by minimizing as much material waste as possible from our production processes. To that end, how we package our product is also a consideration, ensuring we are using environmentally friendly products in our packaging design or eliminating packaging all together wherever possible. Lastly, our manufacturing teams continue to find innovative ways to refurbish and recycle materials throughout the life cycle of our products.

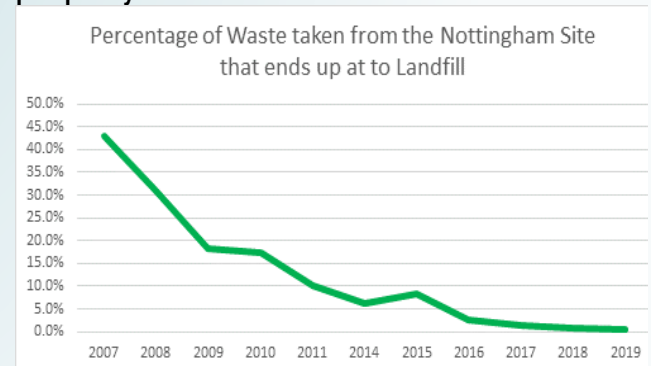
Through these methods, Luxfer can continue to offer the quality products our customers expect and simultaneously reduce the amount of waste generated.



CASE STUDY: Waste Streams

Luxfer Gas Cylinders' site in Nottingham U.K. is our first site to attain zero landfill. This achievement comes from many years of due diligence, employee education, strict process definition, and annual auditing. Nottingham has a minimum of 13 waste streams that are sorted daily and processed by certified recycling companies in accordance with local regulations. As a part of our management system associated with ISO 14001 certification, we have a working knowledge of how the local waste carriers treat our waste. Close collaboration is key to the effort so that both parties have a strong understanding of needs and expectations. The more effectively Luxfer can sort and separate the waste streams, the better recycling companies can handle them. The Nottingham site sends less than 0.5% of its waste to landfill. The remaining waste is a small amount of the general waste that goes to our compactor, which is being reviewed

further with our waste carriers. Zero landfill does not start and end with us. It is a continuous flow that begins with our inbound suppliers and working with them to minimize waste brought into the facility. It is education at our facility to ensure every employee is actively engaged in efforts to remove or eliminate waste that could find its way to a landfill. Finally, it is working with the recycling companies to ensure that our efforts flow through and our waste is properly handled.



CASE STUDY: Trade-Up Program

We have encouraged recycling by implementing the Trade-Up program at our Luxfer Gas Cylinders location. The Trade-Up program allows for customers to trade in their used industrial aluminum cylinders in exchange for a brand-new cylinder at a reduced price. When we receive an old cylinder, it is stripped of its valves and arrangements are made for the aluminum to be recycled. After that, the customer is shipped a new aluminum cylinder which they receive at a reduced price. The beauty of aluminum is that it can be recycled forever. It can be melted down and reformed many times over without compromising the quality of the metal. On a larger scale, recycling

aluminum saves around 95% of the energy needed to make the metal from raw materials. Along with the energy savings, recycling the metal saves around 95% of the greenhouse gas emissions as compared to the primary production process. The program encourages the consumer to recycle the cylinder by reducing the price they pay for a new one. More importantly, the aluminum on the old cylinders is recycled as compared to being dumped in a landfill. We have seen success with the program since its implementation in 2008 and we plan on continuing this benefit to our customers and the environment for years to come.

CASE STUDY: Reusing Magnesium Dust

Our Madison, IL facility creates magnesium rolled products. The process produces a significant amount of magnesium and oil mixed waste known as oily swarf. Magnesium sheets are flooded with oil during a grinding process which serves two purposes, the first of which is to keep the magnesium cool during processing, and the second is to produce a smooth quality finish on the product. The grinding process creates magnesium fines that are captured through various filtration processes. The fines and oil are collected and stored in drums and then shipped out to a third-party recycling company for processing. Four drums of fines are created per week, equating

to ~42,000 liters of waste that needs to be recycled annually. The newly developed process in Madison allows for the reuse and reclamation of the magnesium fines and oil waste. It transitions the fines into magnesium briquettes that can be reintroduced into the sheet making process. We have also developed a process that allows us to reclaim most of the used oil and reuse it. The estimated reclamation rate of the oil is ~92% which reduces the amount of fresh oil that needs to be used from 42,000 liters per year to less than 3,800 liters. Through this process, the reclamation rate of the magnesium fines is 40%.

CASE STUDY: Isolux® Media Yield Improvement

One of the best ways to reduce material waste is to use less material from the beginning. Luxfer MEL Technologies produces advanced, high-purity zirconium hydroxide powder which we sell to customers who use them in water filtration cartridges. Upon realization of material yield inefficiencies, Luxfer MEL Technologies kicked off their Isolux® yield Improvement project in 2015. The project identified a significant yield loss related to the rotary vacuum filtration equipment in the coarse plant. Oxide materials under a certain particle size were filtering through the pores of the rotary vacuum filter cloth, leading to a ~20% yield loss. The Isolux Yield Improvement project was first trialed on several presses in the oxide

plant and was successful but with some caveats. Process considerations such as stream addition, hold times, and chemical feed rates had to be adjusted to achieve the target particle size for the final product. Once successful, it optimized the oxide manufacturing process from 1.26 tons to 1.5 tons. The Isolux plant is now operating at a ~92% material yield. Luxfer MEL Technologies has already adopted this technology in other plants to increase material yield. Innovations such as the Isolux Yield Improvement project is an example of a way that we have optimized our operational processes so that we are utilizing all available raw material and reducing material waste.

PROMOTING HEALTH & SAFETY

Health and safety come first in a culture that values accountability and integrity.

Luxfer contributes to global health and safety initiatives by providing products that benefit first responders, the healthcare industry and military personnel. The first step in fulfilling this need is ensuring that our products meet rigorous health and safety standards to protect our customers. We put the customer first as part of our values, and we take every possible measure to ensure that our products are safe for use.

Primarily, Luxfer's customer base consists of other manufacturers who incorporate our products into finished goods. Because our products are mostly sold "business to business", we rarely sell directly to consumers. Regardless, our objective is complete customer confidence that we produce safe and reliable products that continually meet or exceed expectations. This applies to customers who buy our products and the end users who buy products from our customers.

To ensure that we are meeting health and safety standards as well as achieving customer satisfaction, we operate a certified product quality management system based on the requirements of several quality and environmental standards. We regularly conduct both internal and third party audits to assure compliance with these standards while also conducting in-depth safety tests on our products. We offer technical support to our customers in a variety of formats including computer modeling which helps produce quality products manufactured by the customer from our materials. To further ensure the health and safety of our customers, our products are accompanied by safety data sheets as well as care and maintenance guides available in multiple languages. Technical support to our customers and end-users of our products is also readily available on our website or by contacting Luxfer Customer Service.

HEALTH

Transforming healthcare to improve quality of life



We are proud to be one of the worlds most trusted producers of medical cylinders with over 15 million in use worldwide. Luxfer offers the worlds most comprehensive range of cylinders for containment of medical oxygen and other gasses. Our aluminum and composite cylinders are 30% lighter in weight than comparable steel cylinders. With an outstanding record for safety and reliability, our products meet the strict demands and regulations of healthcare institutions around the world.

As COVID-19 prompts the development of new technologies to assist in oxygen therapy for millions with respiratory-related illness, Luxfer Gas Cylinders has launched our Non-Limited Life medical cylinders to support the healthcare industry. In the proven Luxfer lightweight design, our new cylinders will help patients affected by respiratory conditions that make breathing difficult, including the coronavirus and Chronic Obstructive Pulmonary Disease.



Luxfer's technologies are also changing the way that patients receive medical treatment. We have developed Synermag®, the world's first bio-absorbable magnesium scaffold and are working with partners to develop its use in cardiovascular stents. This innovation is also used for skeletal and tissue repair and lightweight orthopedic devices. Additionally, our zirconium powders are used by pharmaceutical manufacturers to increase the efficacy of their drugs.

Our innovations in the medical field make medical equipment more efficient so that healthcare professionals can better diagnose and treat their patients. Luxfer developed the magnesium alloy that was used in the world's first wireless, digital, radiographic imaging device. Our non-magnetic, lightweight aluminum and magnesium panels are used on advanced medical equipment, including MRI and CAT Scan units. We will continue to use our breadth, scale and experiences to reimagine the way healthcare is delivered to help people live longer, healthier lives.



SAFETY

Innovating products that help save more lives

Designed for emergency applications, 20 million firefighters across the U.S. chose Luxfer cylinders to help them get the job done. Our super-lightweight LCX-SL® breathing-air cylinder and life support cylinders incorporating our latest carbon composite technology are up to 40% lighter than comparable steel cylinders and are non-magnetic, corrosion resistant and highly durable. They offer significant weight savings and dependability to emergency service personnel operating in dangerous environments where every ounce counts.



Based on Luxfer's proprietary magnesium alloy blend, our flameless ration heating technology produces heat without the need for electricity, gas or flame. Luxfer's HeaterMeals® supplies humanitarian and disaster relief feeding programs across the globe. To date, we have produced over 2.5 billion HeaterMeals® since their introduction in 1991 to the U.S. Military's Meals Ready-to-Eat operational rations program. Similar technology is also used in our Unitized Group Ration - Express (UGR-E) heater system allows military personnel enjoy a hot meal in any combat or training situation.

Luxfer products serve the men and women in the military who serve us. Our magnesium alloy sheets have superior ballistic performance and low density which can provide high-level protection and fuel conservation while maintaining maneuverability in armored vehicles. Our products also help protect military aircraft. Our ultra-fine atomized magnesium powder is a principle ingredient in infrared counter-measure flares used to protect aircraft from heat-seeking missiles.



LUXFER IN ACTION

In July 2018, a group of 12 school aged boys and their soccer coach were found stranded a mile and a half underground in a cave in northern Thailand. Heavy rainfall during monsoon season flooded the passages of the cave, blocking their escape. Equipped with Luxfer's lightweight scuba cylinders, a group of heroic Thai Navy Seals supported the international effort to lead the stranded children on a guided underwater dive out of the cave to safety. Transporting traditional steel cylinders through the narrow passages of the cave would have been an enormous task on its own, but Luxfer's scuba cylinders gave the divers the versatility they needed without compromising safety.



**CORPORATE
SOCIAL
RESPONSIBILITY**



LUXFER



EMPLOYEES

*Big enough to be a global leader,
small enough to feel like family.*

Luxfer's strength is in our people. We are committed to fostering an inclusive, honest, and globally diverse work environment. Entrenched in longstanding policies of Luxfer, we promote workforce diversity, employee education and development, and community involvement. Through these policies and practices, Luxfer continues to develop a world-class team. We constantly strive to create an environment where differences are valued, supported, and encouraged.

Proof of employee satisfaction is in the numbers. The retention rate of office and professional staff across our five business units is 95% as of September 2020, based on a rolling 12-month measurement. We are currently meeting our 2020 goal of at least 90% retention rate for office staff. The retention rate of production/operational staff is 89% as of September 2020. We hope to meet or exceed our goal of a 90% retention rate of production staff by the end of 2020 and in the years to come.

TEAM WORK

We work together effectively in teams to achieve our common goals in ways that benefit our customers, local operations and global business.



LISTEN & LEARN

We listen to and learn from each other, respecting diverse perspectives and experiences



COLLABORATE

We collaborate with each other to create clear plans that we execute successfully together



FEEDBACK

We provide feedback, coaching and encouragement as we succeed both individually and collectively



RECOGNIZE

We regularly recognize each other's accomplishments and achievements

HUMAN RIGHTS & LABOR PRACTICES

Upholding fundamental human rights at all levels of operations

We are committed to respecting and safeguarding internationally recognized human rights standards as set forth in the UN Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights, and any and all laws set out at the national, regional and local levels. As such, our [Code of Ethics and Business Conduct](#) and our recently updated [Human Rights and Labor Practices Policy](#) makes clear the principles, requirements, and expectations of Luxfer and its employees to protect human rights in all areas of our business. This includes fair and humane treatment, protections against forced labor, human labor and child labor, and fair wages, benefits and working hours. Our policy further outlines Luxfer's stance regarding respecting the rights of workers including freedom of association, collective bargaining, privacy, and ensuring the health and safety of employees.

We assess our potential and actual impacts on human rights on a regular basis. As of 2020, Luxfer has obtained ISO 45001/OHSAS 18001 certification for our labor and human rights management system, which covers up to 40% of our current operations. To ensure compliance with these standards and policies, our employees undergo extensive training on how to identify human rights violations, human trafficking and how to combat and prevent it. We highly encourage reporting of any wrongdoing regarding human rights and implore employees and stakeholders to bring to light any issues or grievances relating to any potential human rights concerns. They may report any violations anonymously via Luxfer's whistleblowing hotline at +1-866-901-3295 or online at www.safecall.co.uk/report. Our longstanding [Whistleblowing Policy](#) protects our employees and others working in our supply chain. It describes the procedures that Luxfer has in place to ensure our due diligence in thoroughly investigating and remedying any reports through this avenue. Our policy includes strong protections against retaliation for whistleblowing, further encouraging those who see something to say something.

Through adherence to these policies and application of learned skills, we have adopted sound human rights practices to ensure that employees and others in our supply chain are treated with the dignity and respect they deserve, allowing us to conduct business in a safe and healthy environment for all.

EQUAL OPPORTUNITY, NON-DISCRIMINATION & ANTI-HARASSMENT

Our commitment to diversity, inclusion, and equality

We are an equal opportunity employer. No applicant or employee shall receive less favorable treatment on the grounds of age, race, color, creed, gender (including gender identity and gender expression), religion (all aspects of religious beliefs, observance or practice, including religious dress or grooming practices), marital status, registered domestic partner status, age, national origin or ancestry, physical or mental disability, medical condition, sex, genetic information, sexual orientation, military or veteran status or any other consideration made unlawful by federal, state or local laws. We have a zero-tolerance approach to discrimination during any stage of employment with Luxfer. This applies to all aspects of employment including recruitment, job assignment, promotion, remuneration, training, and benefits as set forth in our [Equal Opportunity, Non-Discrimination & Anti-Harassment Policy](#).

Luxfer is committed to providing a work environment free of harassment, abusive behavior or unprofessional conduct based on any of the above characteristics. Our policy applies to all persons involved in the operation of the Company and any employee including supervisors, managers, as well as vendors, customers, independent contractors, unpaid interns, volunteers, or any other persons. To ensure that complaints are heard and handled in a timely manner, Luxfer has comprehensive complaint procedures in place so that any employee, whether the subject or the witness, can report harassment as soon as possible. We do not tolerate verbal, physical, and sexual harassment of any kind at any level of operation.

Training is key to promote equal opportunities and diversity. Our talent acquisition team and hiring managers undergo training to ensure that a diverse slate of candidates is considered for all job openings. We have developed recruitment practices to target diverse candidates, including minorities, veterans, and women. We also monitor our current workforce for diversity, age, and gender demographic and use this information to develop employment and recruitment practices aimed at providing an inclusive work environment. All new and existing employees are required to undergo anti-harassment, non-discrimination, and unconscious bias trainings regularly.

EMPLOYEE HEALTH

Positive company culture starts with healthy employees

Promoting the health and well-being of our employees increases productivity, improves morale, creates a positive work environment, and reduces healthcare costs. Luxfer offers several health and wellness benefits that encourage employees to improve their personal health. For example, we implemented a smoking cessation program as of January 1st, 2020. Sponsored by Mayo Clinic, the program allows employees to receive counseling and support online and apply for free nicotine patches and gum to aid with their transition. Employees who successfully complete a 90-day smoking cessation program are rewarded with discounted insurance rates. We also provide access to wellness clinics and funded counseling sessions to improve our employees' physical and mental health. We make sure that health and wellness information is regularly

provided to our employees through notices posted in readily accessible areas and in our company newsletters so that every employee has an opportunity to take advantage of these benefits.

Another example of our achievements in this sphere include Luxfer's Employee Healthy Lifestyle program. It was rolled out to all US employees in 2019 and will soon be available to all Luxfer employees worldwide. The purpose of the program is to encourage employees to take steps towards improving their health by offering some reimbursement for certain gym/fitness center membership and for weight loss program/group exercise classes. We believe that by supporting our employees' individual health, we can build a healthier workforce.



OCCUPATIONAL SAFETY

Increasing satisfaction through workplace safety and protection

Luxfer is committed to being an industry leader in employee safety. We foster an environment where safety principles are integrated into daily activities to eliminate illness and injuries. Our well-defined health and safety policies and procedures are enhanced by ongoing employee training. They codify our standards for respecting and protecting our employees, the public, and our associates. We regularly conduct gap analyses and develop safety goals and objectives for all our business units. We monitor, review, and discuss our performance with respect to these objectives and our policies as part of our enterprise-wide risk management system. Moreover, safety measurements are integrated into the performance evaluations of our Executives, proving our dedication to the safety of our employees.

Our safety performance is measured through the total recordable rates of incidents. Luxfer's incident rates are low in comparison to similar industries and reflect our mature safety culture. To comply with the Occupational Safety and Health Administration (OSHA) standards, each of our sites record and measure Incident Frequency Rate (IFR). IFR is defined as the number of work-related injuries per 100 full-time workers during a one-year period and is reported to the Board on an annual basis. In 2017, Luxfer's IFR was 2.95. In 2018, IFR was 3.14 which was better than the national average of 3.4 for primary aluminum production and processing industries according to the US Bureau of Labor Statistics. Our IFR fell significantly in 2019 to 2.09, which is a 33.4% decrease in incidences from 2018.

We achieved this through initiatives such as the 'Safety Moment', which increases awareness of day-to-day hazards in the workplace. It is also a great opportunity to deliver key messages to employees that minimize the risk of workplace injuries. We strive to begin each meeting with a Safety Moment, and some of our facilities have reserved times each week to hold a Safety Moment. Additional safety efforts include monthly safety meetings with all employees, audits by management, and the inclusion of safety initiatives as part of select employees' incentive plans. Through these efforts, we emphasize safe behavior at every level and encourage suggestions, ideas, and observations from our employees.

Specific safety achievements include:



TRAINING & EDUCATION

As a part of Luxfer's values, employee personal development is critical to driving our success.

We believe it is imperative to invest in our employees and encourage personal and professional development. Over the last few years, we have significantly increased resources and time allocated to employee training, recruitment, personal development, and retention.

Training is vital at all levels of operations. Therefore, Luxfer sets an annual benchmark for training hours for all staff members, including the Senior Leadership Team (SLT) and Executive Leadership Team (ELT). Our goal is a minimum of 40 hours of training per year for each of the 54 members the SLT and ELT across all of our business units. Data shows that a total of 1,049 training hours has been completed as of September 2020. While this is currently below target due to COVID-19, we still seek to meet our goal of 1,437 total training hours before year end. For all other regular employees, Luxfer has targeted 5 days of training per year. In total, Luxfer spent \$549,000 on training in 2019. With 1,472 full time employees, this equates to \$373 per employee. As of June 2020, we spent \$308,000 on training. Our online training platform is the primary method by which we provide employees with individualized training plans that develop the skills and knowledge relevant to their individual role.

Luxfer management works closely with employees to ensure that our workforce has the skills and experience necessary for Luxfer's growth and profitability. Our management and executive development program focuses on individual strengths and fosters technical skills and knowledge to create the next generation of well-rounded Luxfer leaders. With a multi-faceted curriculum, our training and development program provides critical problem-solving, business management, and leadership skills necessary for Luxfer's continued success.

PERSONAL DEVELOPMENT

We value personal talent and potential, and we invest in our people, maximizing opportunities for individual development.



WISE

OPTIMISTIC

CURIOS

FRUSTRATED

DEFENSIVE



GROWTH

We encourage each employee to take responsibility for professional growth



IMPROVING SKILLS

We regularly review and reward personal performance that benefits both our customers and our business



REWARDING

We continually improve our existing skills and learn new ones



CONSTRUCTIVE

We learn from our successes and failures, and we regularly accept and give constructive feedback

We feel passionately about supporting the personal development of our employees as a part of our values. As such, all of Luxfer's UK locations have apprenticeship programs in different areas of operations. We implemented a tailored approach to ensuring our apprentices' journey with Luxfer is helpful to their development and offers as much support possible to help them achieve their goals.

Jono Garton is a Project Engineer at Luxfer Gas Cylinders. Jono started on the company's apprenticeship program in 2007 when he left school at the age of 16. He said:

"I graduated from the apprenticeship in 2010 and have since gone on to more study; I now have a Higher National Certificate (HNC) Electrical and Electronic Engineering and am currently studying for a degree in BEng (Hons) Engineering Management. Luxfer supported me throughout this process, and it has been a huge incentive to be able to earn and learn at the same time."

Similarly, Gabby Horan is a Materials Apprentice at Luxfer MEL Technologies in their Research and Development Technology center located in Manchester. Gabby is excelling in her part time degree course and won the "Technician of the Year" award in 2020 from the highly respected Institute of Materials (IoM3).

We understand that training and education for a particular role is just as important as continuing education outside of the workplace. Recognizing and appreciating the personal ambitions of each of our individual employees, Luxfer has implemented an Educational Assistance Program. All full-time employees who have been employed by the Company for more than one year can receive financial assistance for successful completion of educational courses, training workshops, seminars, or courses part of a certificate or degree program in subjects and fields that pertain to our business and company operations.



EMPLOYEE BENEFITS PROGRAMS

Nurturing the work-life balance and wellbeing of our employees.

A large and important part of our lives is spent on the job. Our employees are the basis of our success and the foundation of our future. To that end, we make every effort to provide permanent employment, satisfactory working conditions, fair wages, and generous benefits that are comparable to those offered by other employers in our industry. We will continue to work hard to maintain a work-life balance for our employees that fosters job satisfaction and increases retention.

With that in mind, over 90% of Luxfer's employment positions are permanent. Our goal is to limit the number of non-regular employment (i.e temporary contracts and non-direct employment) to 10% or less, thus minimizing any possible negative effects of non-regular employment. Luxfer is committed to limit non-regular employment as much as possible and works to make sure that employment is permanent and regular. In the event of operations changes or restructuring, we vigorously pursue our commitment to ensure employment security and responsible workforce restructuring in compliance with all applicable laws and regulations regarding notice periods. We work diligently to minimize the possibility of redundancies in our workforce and ensure that responsible procedures are in place to mitigate the consequences for redundant positions.

Luxfer offers competitive base pay and, depending on position, variable incentive pay associated with individual performance and the

performance of the company as a whole. While some programs differ internationally due to local regulations, Luxfer offers group medical, dental, vision, life insurance plan options, savings and retirement plans, and many other resources that enhance employees' lives both physically and financially. These benefits are available to all regular full-time employees and eligible dependents. We also support our employees by offering family friendly initiatives such as dependent care options, time off for parents, and insurance benefits as a part of our US healthcare plan. We provide family and medical care leave benefits to US employees as required by the Family and Medical Leave Act (FMLA) and the California Family Rights Act (CFRA) for California employees. We also strive to accommodate where and when our employees do their best work and, based on their job function, employees are encouraged to discuss arrangements for a flexible work schedule with their supervisors as set out in Luxfer's internal policies.

We are also very proud to offer the option to participate in Luxfer's Employee Stock Purchase Plan (ESPP) which provides employees an opportunity to become a shareholder in Luxfer at a reduced price. Through convenient payroll deductions, employees can purchase company stock at a 15% discount for US employees and a 33% discount for UK employees. Through an investment in Luxfer's future, ESPP is another way that we support part of a well-balanced investment plan for our employees.

COMMUNITY ENGAGEMENT

Serving as a good neighbor in our communities.

We help build sustainable communities through investment and involvement of our business, sites, and employees worldwide. We leverage our skills and experience to make a difference in the world through community activities, donations, and employee engagement initiatives that are consistently encouraged and sponsored by our Executive Leadership Team. Charitable engagements are reported in detail in our annual [Proxy Statements](#).

Luxfer and its business units support a wide variety of charitable causes through both volunteer hours and monetary contributions. In 2019, our business units partnered with Air Ambulance Charity, Boys and Girls Club of Cincinnati, Feed America, the Piedmont Rescue Mission, and the Veterans Food Bank of Calgary. We also participate in annual blood drives, canned food drives, community clean up events, and holiday children and family gift drives.

Luxfer Group and our local partner, Uttam Air Products, support Pratham who reach 58 million children and youth through literacy and vocational programs operating across 21 Indian states. With the goal to achieve universal literacy, Pratham seeks to transform the educational landscape in India to end the vicious cycle of poverty.

Luxfer Gas Cylinders has teamed with United Way and implemented an Employee Fair Share Program. Employees are encouraged to donate 1 hour of pay per month to United Way and in exchange, Luxfer provides participants with one additional vacation day, a “Fair Share” day,

to be taken on their birthday. This provided \$35,000 to United Way from our Riverside location through employee and company contributions. The Graham, North Carolina team has partnered with the local Chamber of Commerce and has officially adopted the highway on which their office is located. As an office, they are responsible for cleaning and maintaining the highway, thereby minimizing the risk of accidents in the area.

Luxfer Magtech's Senior Leadership Team volunteered at the Boys and Girls Club of Cincinnati. On February 5th, 2020, the Magtech team broke from their monthly strategy session to participate in games and assisted in the activities offered to the children. The Senior Leadership Team experienced the joy of giving back to the community while engaging with a group of young people in need of positive role models.





Following the hurricane disasters that impacted Texas, Florida and Puerto Rico in 2018, Luxfer Magtech donated \$15,000 to the American Red Cross. The local Chapter used the donation in their telethon on local TV as a trigger to garner additional support. Tim Zimmerman, Vice President and General Manager, attended the telethon with the President of the American Red Cross Chapter. Luxfer Magtech's initial donation was tripled by the efforts of the telethon.

Using our technology for good is something we are tremendously proud of. Luxfer Magtech HeaterMeals® are donated annually to local organizations including the Freestore Foodbank, Mathew 25, and Lighthouse Youth & Family Services. In 2019, following the refurbishment of its motor control center, Luxfer MEL Technologies donated 46 redundant motor control units to two technical institutions, thus putting real world parts in the hands of the next generation to support their development and learning in Science, Technology, Engineering and Math (STEM) fields. Our business units also provide learning opportunities and work experience to students in their communities by offering internships and apprenticeships in various fields designed to encourage students to pursue careers in STEM fields.



Luxfer encourages all employees to participate in volunteer activities on an individual basis as well. Our Volunteer Time Off (VTO) program was rolled out to US employees in 2019 and will soon be extended to all Luxfer employees. Full-time employees can volunteer one working day per calendar year toward a non-profit or charitable organization of their choice and is considered paid time off. For example, Deb Harris, Head of Quality and Compliance at Luxfer MEL Technologies, has been involved with her local school's Aspirations Week talks; a week-long event that encourages young children to start thinking ahead about their future careers. Deb has also served as a role model for Girls Out Loud and joined a panel of 34 other professional women to discuss their career experiences with over 120 young girls between the ages of 13-14. Similarly, Hazel Stephenson, Director of UK Operations at Luxfer MEL Technologies, works with a local organization to mentor children aged 13-17 as they navigate school, helping them make confident and informed decisions about their future.

Community involvement has always been at the heart of Luxfer and we are always looking to do more. We will continue to expand our charitable efforts in the coming years so that we can make the greatest impact possible on the local, regional and global community.

THIRD PARTY RELATIONS

Exceeding expectations at all levels of operations.

Luxfer is committed to exceeding expectations regarding fundamental human rights, labor standards, health, safety and environmental protection. At a minimum we are required to comply with applicable laws that govern these topics. Therefore, we expect our suppliers, distributors and any third party with which we do business to uphold these standards and reflect them in their own policies. Luxfer will not do business with any third parties who do not fulfil requirements set forth by our policies or applicable laws.

Luxfer has a complex global supply chain. We understand that such complexity comes with certain risks - namely, the risk that potential suppliers could conduct their business in an unlawful or unethical manner. We remain vigilant of the third parties with which we do business. Success in this realm starts in our purchasing department, where our buyers are regularly trained on the supplier standards covering human rights, labor rights and working conditions. These environmental and social objectives are integrated into our buyers' performance reviews. Moreover, we conduct thorough examinations of new and existing third parties, contractors, suppliers, agents, and service providers on a regular and ongoing basis. We utilize several different methods to achieve this including conducting supplier risk assessments and both on- and off- site audits. As per our [Third-Party Code of Conduct](#), we require that third parties allow representatives from Luxfer and, if requested, Luxfer's customers, full access to their production facilities, worker records, and workers for confidential interviews. We use appropriate due diligence procedures to vet our suppliers prior to entering into any agreements and we reject suppliers who do not fulfil our requirements.

We aim to facilitate reporting of social or environmental non-compliance by third parties in any way possible. We provide a confidential, anonymous whistleblowing helpline which can be utilized by both direct Luxfer employees and those working in our supply chain. They may report any violations anonymously to our hotline by calling +1-866-901-3295 or online at www.safecall.co.uk/report, which offers multi-lingual support for reporters in more than 170 languages.



THIRD PARTY CODE OF CONDUCT

Our [Third Party Code of Conduct](#) sets out the basic requirements to meet our standards. The Code mandates that our contractors, suppliers, agents, service providers and any other third party adopt sound human rights and labor policies and practices, embracing the principles of the International Labor Organization's (ILO) eight fundamental conventions.

Third Parties shall uphold the fundamental human rights of workers and they shall always be subject to fair and humane treatment. No worker is to be subjected to any form of discrimination, harassment, or abuse in any aspect of employment including recruitment, promotion, and remuneration. Health and safety of every individual who may be affected by a Third Parties operations, including its employees and the extended supply chain, is paramount. We expect that Third Parties act positively to prevent injury, ill health, damage, and loss arising from operations and shall comply with all applicable laws, regulations and rules relating to health and safety.

Further, a fair policy of compensation, wages, and benefits as required by law must be in place. Payments for regular hours of work and overtime hours premium rate as is legally required must be standard, and no wages shall be deducted as a disciplinary measure. Third Parties shall also ensure workers are not required to work more than 60 hours per week, and that workers are provided at least 24 hours off every seven days. Third Parties shall recognize and respect the rights of workers to exercise their lawful rights of free association and collective bargaining, including joining any worker association.

All work performed under the supervision of the third party shall not be on a forced basis and a written commitment prohibiting forced labor and human trafficking shall be in place. In accordance with the ILO Forced Labor Convention, the Abolition of Forced Labor Convention, and the ILO Minimum Age Convention, third parties shall prohibit all forms of forced labor and illegal child labor. We expect Third Parties to remain in compliance with all applicable laws relating to the prohibition, prevention, and eradication of forced, bonded, indentured, involuntary and illegal child labor in their facilities and in connection with services or products they provide to us.

Third parties shall make every reasonable effort to ensure that their business operations are conducted with the aim to protect and preserve the environment. This includes the sourcing, manufacture, distribution of products, and the supply of services. At a minimum, they must comply with all environmental laws applicable to its operations, the products produced, and the methods of manufacture. We expect that third parties strive for continual improvements in their operations including those regarding natural resource consumption, material sourcing, energy and water usage, waste generation and emissions. Further, third parties are expected to adopt policies and management systems to supply materials, products and components that are conflict free and, in turn, require their suppliers to adopt similar policies and systems. Third parties will take all commercially reasonable measures to supply materials from conflict-free mines.

CONFLICT MINERALS

Commitment to conflict-free mineral sourcing.

Our actions show that we are making every effort to identify and assess conflict mineral risk in the supply chain and mitigate those risks. Luxfer takes its responsibilities on conflict mineral reporting as per the Rule 13p-1 under the Securities Exchange Act of 1934 and the Dodd-Frank Wall Street Reform and Consumer Protection Act very seriously. Our disclosure on conflict minerals is published once annually and can be found online at: <https://www.luxfer.com/investors/sec-filings/>.

Rule 13p-1 under the Securities Exchange Act of 1934 mandates that a company must file a specialized disclosure report if it manufactures or contracts to manufacture products for which one or more of the following minerals: cassiterite; columbite-tantalite (coltan); and wolframite; their derivatives tantalum, tin, and tungsten; and gold (collectively, "3TGs"). These are considered conflict minerals regardless of their geographic origin and whether or not they fund armed conflict in the Democratic Republic of the Congo or its neighbouring countries ("covered countries").

Following a review of Luxfer products, we determined that we do purchase small quantities of 3TG and/or materials containing 3TG that are necessary to the functionality or production of a small number of our products from several of our suppliers. We required that these select suppliers complete, in good faith, conflict mineral-related questionnaires which inquired about the material's country of origin and the country of origin of any materials recycled from scrap sources. All the covered

suppliers provided information indicating that none of the 3TGs in the 3TG materials they

supplied to us are sourced from any covered countries, nor are any from recycled or scrap sources. Had any of our suppliers been non-responsive, Luxfer has procedures in place to disengage with them.

We have no reason to believe that any of the 3TGs contained in our 2019 covered products originated in the covered countries nor any that come from recycled or scrap sources. While none of our raw materials or 3TG's are sourced from covered or high-risk countries, in the event that they would, we would make every effort to ensure the responsible sourcing of those materials. We have a grievance mechanism in place to allow for any parties to voice concern regarding conflict minerals anonymously by contacting SafeCall by phone at +1-866-901-3295 or online at www.safecall.co.uk/report.





GOVERNANCE



LUXFER

CORPORATE GOVERNANCE

At Luxfer, we believe that strong corporate governance practices serve the long-term interests of our stakeholders, strengthen the Board and management, and further enhance the public trust Luxfer has earned from operating with uncompromising ethics and integrity. Luxfer is committed to operating in a legal, ethical, and sustainable manner. Every employee is guided by the principles set forth in our Luxfer Values, and we have adopted corporate policies that drive our overall governance practices.

Luxfer's corporate governance principles and policies govern how we do business daily, enabling us to outperform and provide sustainable growth. They provide a framework that defines the roles, rights, and responsibilities of various groups within the Luxfer organization. The Board has adopted a set of Corporate Governance Guidelines, which provide a framework for the effective and ethical governance of the Company. The guidelines address matters such as the respective roles and responsibilities of the Board and Committees, director independence, conflicts of interest, and membership criteria. The Board's Nominating and Governance Committee is responsible for overseeing and reviewing the Corporate Governance Guidelines, at least annually, and recommending proposed changes to the Board for approval. The [Corporate Governance Guidelines](#), the [Company's Articles of Association](#), [Charters of the Board Committees](#), [Reservation of Powers](#), and [Code of Ethics and Business Conduct](#) provide the framework for the governance of the Company and are available on our website at www.luxfer.com.

BOARD OF DIRECTORS

Sustainability, health and safety from the top down, starting with our Board of Directors.

Luxfer's Board of Directors oversees the Executive Leadership Team and ensures that appropriate procedures and controls are in place to ensure the ethical management and operation of the Company on a day-to-day basis. The Board's current leadership structure is characterized by:

- Separate Board Chair and Chief Executive Officer positions;
- A largely independent Board, with only one Director being an Executive Director of the Company;
- A robust Committee structure consisting entirely of independent Directors, with oversight of various types of risks; and
- An engaged and highly-experienced Board.

The Board of Directors believes that this leadership structure provides independent Board leadership and engagement, while also deriving the benefits of having our CEO serve on the Board. Specifically, the Board believes that separating the positions of Chair and CEO provides the appropriate balance between strategy development and oversight of management, while also allowing the CEO to focus on driving business performance rather than Board governance. Luxfer's Board is responsible for planning the succession to the Board Chair, CEO, and other critical Executive Officer positions. At least once annually, usually as part of the annual talent review process, the Board of Directors discusses and reviews potential successors for Director and key management positions.

BOARD MEMBERSHIP AND DIRECTOR INDEPENDENCE

Luxfer's Corporate Governance Guidelines and Committee Charters contain Board membership criteria and a list of skills or characteristics deemed critical to Luxfer's long-term success and which are expected to be represented on Luxfer's Board. The Nominating and Governance Committee regularly reviews with the Board the appropriate skills and characteristics required of Board members, given the current Board composition.

It is the intent of the Board that the Board itself will be a high-performing organization, creating shareholder value and competitive advantage for the Company. To perform as such, the Board is composed of individuals who have distinguished records of experience and leadership in their arena of activity and who will make significant contributions to the Board in order to effectively represent the interests of all stakeholders.

The Board considers the following in assessing a candidate for Board membership:

- The candidates role in, areas of expertise, and contributions to the business community;

- Personal qualifications of leadership, character, and integrity;
- Relevant knowledge and diversity of background and experience in international business, manufacturing, finance and accounting, technology, and other areas; and
- Whether the candidate is free of conflicts and has adequate time for preparation, participation, and attendance at all meetings.

Luxfer regularly refreshes the Board of Directors to allow for new ideas and fresh perspectives. In recruiting Directors, Luxfer focuses on how the experience and skill set of each Director complements those of their fellow Directors to create a balanced Board with a range of tenures, diverse viewpoints and backgrounds, deep expertise, and strong leadership. We recognize that diversity is fundamental to innovation and performance. As such, the Board regards diversity as an important factor in selecting Director nominees. Although the Board has no formal policy on diversity, when selecting Director nominees, it actively considers diversity, such as gender, race, and national origin, in the recruitment and nomination of Directors. The Board's current composition reflects Luxfer's ongoing efforts and commitment to diversity.

Luxfer's Corporate Governance Guidelines provide that a majority of the Company's Directors must be independent. A director is considered independent if the Board affirmatively determines that the Director has no material relationship with Luxfer, directly or as a partner, shareholder, or officer of an organization that has relationship with the Company, and otherwise meets the requirements for independence under the listing standards of the New York Stock Exchange. Additionally, Luxfer's Corporate Governance Guidelines prohibit Directors from having any direct or indirect financial relationship with the Company, require Directors to deal with Luxfer and its subsidiaries at arms-length, and requires Directors to disclose any circumstance that may be perceived as a conflict of interest.

BOARD'S ROLE IN THE COMPANY'S STRATEGY & ESG MATTERS

Luxfer's Board is responsible for overseeing the Company's long-term business strategy. Each year management presents to the Board, and the Board discusses and approves detailed long-term strategic plans for the Company. In addition to the overall strategic plan for Luxfer, these discussions also include sessions on each business unit, portfolio management, growth and innovation, legal and compliance strategy, and operations and supply chain transformation.

The Board also oversees the Company's approach to ESG matters, and the Company's governance-related policies and practices; our systems of risk oversight and management; and how we advance environmental sustainability, health, and safety in our business and operations. It is the responsibility of Luxfer's management to develop, implement, and provide strategic guidance to Luxfer's businesses on ESG initiatives. Authority for the day-to-day management of ESG matters is delegated to the Executive Leadership Team, which is comprised of the senior executives responsible for Luxfer's business units and major corporate functions. The Executive Leadership Team further delegates relevant authority for ESG matters to local management to oversee the impacts of our business on the environment, our employees, and our local communities. While management is responsible for the day-to-day implementation of ESG initiatives, the Board's level of overall oversight demonstrates the significance of our sustainability initiatives to Luxfer's long-term business strategy and objectives.



DAVID LANDLESS
Non-Executive Chair



ALOK MASKARA
Chief Executive Officer
and Executive Director



ALLISHA ELLIOTT
Non-Executive Director



CLIVE SNOWDON
Non-Executive Director



LISA TRIMBERGER
Non-Executive Director



RICHARD HIPPLE
Non-Executive Director

EXECUTIVE LEADERSHIP TEAM



ALOK MASKARA
Chief Executive Officer



ANDREW BUTCHER
President, Luxfer Gas
Cylinders



GRAHAM WARDLOW
Managing Director, Luxfer
MEL Technologies



HEATHER HARDING
Chief Financial Officer



JAMES GARDELLA
President, Luxfer Magtech



JEFF MOOREFIELD
Vice President of Operations



MARK CHIVERS
Managing Director,
Luxfer Superform



MEGAN GLISE
General Counsel &
Company Secretary



PETER GIBBONS
Vice President and General
Manager, Luxfer Graphic Arts

RISK MANAGEMENT

Preventing and responding to risks through knowledge and management

Luxfer has a comprehensive, enterprise-wide risk management program to assess, monitor, and mitigate risks that arise in the course of the business. Consistent with our leadership structure, management has the day-to-day responsibility for assessing and managing the Company's risk exposure, while the Board of Directors provides oversight in connection with those efforts.

In general, the Board oversees the management of risks in the operation of the Company's business; the implementation of its strategic plan; its acquisitions and divestitures; its capital structure, allocation, and liquidity; its risk management controls; and its organizational structure. The Board fulfills its risk oversight function both directly and through delegation to the Board Committees. Each of our Board Committees has historically focused and continues to focus on specific risks within their respective areas of responsibility. The Board performs its risk oversight role in several ways. Board meetings regularly include strategic overviews by the Chief Executive Officer and Chief Financial Officer that describe the most significant issues and risks affecting the Company. Additionally, the Board is regularly provided with business updates from our business unit leaders, General Counsel, and other functional leaders. The Board reviews and assesses any identified risks on a regular basis and manages such risks in accordance with Luxfer's Enterprise Risk Management ("ERM") process.

Luxfer's management has day-to-day responsibility for identifying, evaluating, managing, and mitigating the Company's risk,

as well as reporting any potential risk to the appropriate personnel. Luxfer's General Counsel, Chief Financial Officer, and internal audit team are the primary personnel responsible to the Board of Directors in the planning, assessment, and reporting of the Company's risk profile. Working with the Board, Luxfer's management addresses identified risks in accordance with Luxfer's ERM process.

The Company's ERM process provides the Luxfer organization with a common framework to ensure consistency in the identification, reporting, analytics, and management of key risks. This process helps us identify key risk factors, evaluate their likelihood and size, and manage the effectiveness of controls in place to mitigate the impact of identified risks or the likelihood of such risks occurring. The ERM process further ensures uniformity between the Company's management, overall strategy, and the compliance and internal audit functions, as it provides a formal method for documenting and managing such risks. Our internal procedures for identifying, evaluating, and mitigating risk generally are reviewed on an ongoing basis and cover both financial and non-financial risks.

As a global, multi-industrial company, Luxfer faces a range of risks, including general economic, credit and capital market conditions risks, regulatory risks, global climate change risk, and several other risks, which are fully listed and explained in our annual [Form 10-K](#).

ETHICS & INTEGRITY

Luxfer is committed to the highest standards of corporate governance and ethics. Our Company's ongoing success stems from our deeply engrained culture of ethics and integrity. Acting with integrity allows us to meet the high expectations of our customers, business partners, and the communities in which we operate, thus giving Luxfer a competitive advantage.

INTEGRITY

We deal ethically and honestly with our customers, business partners, shareholders, communities and Luxfer colleagues.



COMPLIANT

We do what is right, complying with laws and regulations in the many regions we serve and demonstrating the highest ethical standards in all our dealings



SAFE

We put safety first in our workplaces and in every product we make



FAIR

We treat others fairly and communicate openly, candidly and respectfully



RESPONSIBLE

We are an environmentally responsible company

CODE OF ETHICS & BUSINESS CONDUCT

The Board has adopted a [Code of Ethics and Business Conduct](#), which is the designated code of ethics applicable to our Board, Executive Officers, employees, and everyone conducting business on Luxfer's behalf. The Code of Ethics and Business Conduct provides a guide to appropriate business conduct and acceptable behavior for persons associated with Luxfer. The Code of Ethics and Business Conduct applies to financial conduct, as well as to relationships among employees and with our customers and suppliers. Compliance with the Code is a condition of employment and doing business with Luxfer. It is publicly available to anyone, including employees, customers, suppliers, and other third parties on Luxfer's website, and employees also have access to it through the Company's internal intranet. The Board regularly reviews best practices and developments in corporate governance, and, if appropriate, revises the Code of Ethics and Business Conduct in accordance with changes in the law, regulation, and company policies.

COMPLIANCE TRAINING & EDUCATION

Luxfer offers a comprehensive online compliance training program to employees. The program's training modules are assigned to employees based on their role and area of responsibility within the Company, with a number of courses considered mandatory.

An annual training plan is established each year based on an assessment of internal and external factors to prioritize topics and timing of deployment. Examples of recent training modules include:

- Ethics and Integrity in the Workplace
- Anti-Bribery and Corruption
- Insider Trading and Dealing
- Global Anti-Trust and Competition

- Recognizing Conflicts of Interest
- Privacy and Information Security
- Cybersecurity
- Workplace Harassment Prevention
- Overcoming Unconscious Bias in the Workplace

Luxfer's online compliance training system also offers additional on-demand online training courses. In addition to offering online training, Luxfer's Legal and Compliance Department provides tailored, in-person training to businesses and staff groups. Some of this training occurs as part of an annual schedule, while other training occurs as requested or when deemed appropriate.

ANTI-CORRUPTION & ANTI-BRIBERY

Luxfer is committed to preventing corruption and bribery in all of its forms. Luxfer's Code of Ethics and Business Conduct requires compliance with all applicable anti-bribery laws, including the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, and local laws where Luxfer conducts business. This requirement applies to Luxfer's Directors, Executive Officers, employees, and those who Luxfer conducts business with.

Moreover, Luxfer has established an [Anti-Corruption Policy](#), which sets forth the Company's policies, principles, and procedures in relation to situations presenting corruption or bribery issues. Luxfer's Anti-Bribery and Corruption training is required annually for all nonproduction employees, and more thorough trainings are provided to employees in high-risk roles, including those in audit, sales, finance, marketing, legal, and export and import. Luxfer's General Counsel provides quarterly updates on all activities to the Audit Committee and the Board as a whole.

Luxfer's commitment to anti-corruption is also reflected in our management of third-party business partners. Luxfer has established a Third Party Code of Conduct, which requires all parties engaged in business with Luxfer to comply with certain principles, including Luxfer's Code of Ethics and Business Conduct and Anti-Corruption Policy. Furthermore, upon commencement of a business relationship and as necessary, Luxfer conducts due diligence on our third party business partners based on an assessment of risk factors, transaction size, type of relationship, government involvement, and geography. Luxfer may terminate a relationship with a business partner if the business partner does not comply with the Third Party Code of Conduct or if the risk is determined to be too high and cannot be appropriately mitigated.

LUXFER'S "SPEAK UP" MODEL

Upholding Luxfer's Code of Ethics and Business Conduct is the responsibility of everyone acting on Luxfer's behalf. We encourage our employees to ask questions or report concerns to management, Luxfer's Legal and Compliance Department, or their assigned human resources manager. Our value-based, ethical culture requires and encourages employees to speak up and report concerns.

In addition to reporting any concerns directly to Luxfer personnel, Luxfer has established a 24-hour confidential and anonymous (where permitted by local law) hotline and online reporting system. This system is managed by a third-party vendor and is available to Luxfer employees and external parties. The system does not trace phone calls or use caller identification, nor does it generate or maintain internal connection logs containing IP addresses. Web-based reports are made through a secure internet portal that does not trace or show user details.

The Legal and Compliance Department is responsible for reviewing every reported concern. After review, the Department determines which reports require an investigation. If an investigation is needed, appropriate investigation resources are assigned to the matter. For concerns that are substantiated, disciplinary actions may be taken. Discipline comes in a range of forms consistent with similar past violations, including, but not limited to, warnings, suspension, termination, and referring the matter to governmental authorities when necessary.

Luxfer takes a strong position against retaliation, which is reflected in Luxfer's [Whistleblowing Policies](#). Luxfer strictly

prohibits retaliation against anyone who raises a business conduct concern in good faith or cooperates in a company investigation. To monitor this risk, a compliance investigator contacts the reporter several times after an investigation closes to discuss if the person has experienced any form of retaliation. This is done either by phone or via email for non-anonymous reporters. For anonymous reporters who used Luxfer's anonymous reporting system, this is handled through the third party vendor to maintain anonymity. If claims of retaliation are identified, the investigation team will follow up and pursue appropriate action, including disciplinary action.



SHAREHOLDER & PUBLIC ENGAGEMENT

Maintaining an open dialogue with stakeholders throughout the engagement process

Shareholder and public engagement are essential to maintaining our strong corporate governance practices. We value feedback and input from all our shareholders and respond to concerns identified during the engagement process. Engaging regularly with our global shareholders helps us gain valuable insights into the governance issues about which they care most. We aim to seek a collaborative and mutually beneficial approach to issues of importance to shareholders that affect our business, and to assure that our corporate governance practices remain industry-leading from their perspectives.

Luxfer listens to our shareholders on issues that are important to our business, including public policy issues and programs related to: environmentally friendly operations, safety technologies, and skills development and education. Our public policy engagement is often conducted in conjunction with efforts of allied business, trade, and issue organizations of which the Company is a member.

Luxfer and our employees participate in the public policy process in a variety of ways, including government affair activities designed to educate policy makers on key issues related to the Company's business. While Luxfer respects our employees' right to engage in the political process, any political contributions made by or on behalf of Luxfer are strictly prohibited as set forth in our [Anti-Corruption policy](#). This policy regulates our business behavior regarding our interactions with governments and prohibits bribery in all forms.

Luxfer makes payments to governments only in the capacity of regular payment of taxes on sales, inputs and income as defined by law. Luxfer does not participate in political lobbying activities and employees are prohibited from engaging in political lobbying activities on behalf of Luxfer under any circumstances. Lastly, Luxfer does not evade taxes as set forth in our [Anti-Facilitation of Tax Evasion Policy](#).

APPENDIX

[Anti-Corruption Policy](#)

[Anti-Facilitation of Tax Evasion Policy](#)

[Articles of Association](#)

[Board Committee Charters](#)

[Code of Ethics and Business Conduct](#)

[Conflict Minerals](#)

[Corporate Governance Guidelines](#)

[Equal Opportunity, Non-Discrimination and](#)

[Anti-Harassment Policy](#)

[Environmental, Health & Safety Policy](#)

[Gender Pay Gap Reporting](#)

[Human Rights and Labor Practices](#)

[Proxy Statements](#)

[Regulation Fair Disclosure Policy](#)

[Reservation of Powers](#)

[Risk Management](#)

[Sanctions and Export Controls Compliance](#)

[Third Party Code of Conduct](#)

[Whistleblowing Policy](#)

Disclosures and Shareholder Engagement on ESG Matters

This Report by Luxfer Holdings PLC has been prepared in accordance with the Institutional Shareholder Services ESG Corporate Reporting Standards and is aligned with the UN Global Compact and the UN Guiding Principles on Business and Human Rights frameworks. For a detailed explanation of ISS ESG reporting standards, visit the ISS website at <https://www.issgovernance.com/esg/>. Our baseline measurements for our 2025 Environmental Goals were created using data collected from fiscal year 2019. 2025 Environmental Goals exclude any major changes due to acquisitions, divestitures, or other material business conditions. We recognize that ESG reporting is of interest to our shareholders and stakeholders. As such, we will begin publishing an ESG Report on a regular basis. Additional information regarding Luxfer's ESG practices is available on our website at <https://www.luxfer.com/about/corporate-social-responsibility/>.

